

MOTION BY SUPERVISOR MARK RIDLEY-THOMAS

APRIL 7, 2015

**Establishing a Countywide Centralized Electronic Health Record System to Improve Patient Care**

A centralized Electronic Health Record (EHR) system can transform the way that health care is delivered and compensated by making information unified and available whenever and wherever it is needed. Health care studies have shown a single EHR system can reduce variability, improve quality of care and patient outcomes, and reduce costs.

By early 2016, the Department of Health Services (DHS) will complete its implementation of Online Read-time Centralized Health Information Database (ORCHID). ORCHID is an EHR system that serves as the enterprise clinical platform for all DHS patients. It provides a unique identifier and supports the unique workflows of all the clinical specialties and patient care venues. ORCHID can be configured to support various regulatory and privacy requirements of patients and providers. Additionally, ORCHID is built on a platform that will also be utilized by the Sheriff's Department's Medical Services Bureau and the Probation Department's Juvenile Court Health Services. As a result, the health systems of DHS, the Sheriff's Department and

- MORE -

MOTION

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RIDLEY-THOMAS \_\_\_\_\_

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the Probation Department will have seamless and real-time access to each other's patient health records, thereby promoting the efficient and integrated health care delivery of their shared patients.

The Department of Public Health is currently exploring the feasibility of also adopting ORCHID as its EHR system. Doing so would significantly improve its ability to coordinate health delivery with DHS, the Sheriff's Medical Services Bureau and the Juvenile Court Health Services.

The Department of Mental Health (DMH) began to implement its Integrated Behavioral Health Information System (IBHIS) in 2009. It is currently half-way through its countywide implementation. IBHIS, a mental health specific system, serves as an EHR system that includes claiming and clinical documentation functions.

The fact that DMH resides on a different platform restricts seamless information access with the ORCHID system. As a result, clinicians would need to manually query whether the patient has records on either system and read the entire record to find the needed clinical information. In some instances, the query may result in multiple patients with similar names. Further, ORCHID and IBHIS cannot update each other's records with relevant information, including changes in address. Even if the County invests in linkage solutions, also known as "middleware", detailed and complete data exchange may still not be possible. The resulting system may still not be as efficient as a single integrated electronic health record system. The goal should be to have one single integrated record per patient across the multiple County health systems.

**I THEREFORE MOVE THAT THE BOARD OF SUPERVISORS:**

Direct the Interim Chief Executive Officer, the Chief Information Officer, County Counsel, the Directors of the Departments of Health Services, Mental Health and Public Health, and request the Sheriff or his designee, to report back in 90 days in writing on integrating electronic health record systems into a single platform so that a unified record exists for each individual patient and appropriate Los Angeles County (County)

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employees can have a single portal to access, share and update electronic health, mental health and public health clinical records in real time. This report back should include a discussion of:

- a) The financial and clinical benefits and drawbacks of a single unified County electronic health record system;
- b) Whether integration should be limited to clinical information or whether the departments should also further integrate claiming systems;
- c) The ramifications, if any, of discontinuing or phasing out the use of any existing system built with federal or state funds; and
- d) The feasibility of integrating all electronic health systems into ORCHID including the potential cost and timeline to do so.

**####**

(YV/MA)



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February 2, 2016

**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

30 February 9, 2016

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

  
PATRICK OZAWA  
ACTING EXECUTIVE OFFICER

Dear Supervisors:

**REQUEST APPROVAL TO DELEGATE AUTHORITY TO AMEND  
AGREEMENT NO. H-705792 WITH GARTNER, INC., FOR  
CONSULTING SERVICES  
(ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

CIO RECOMMENDATION: APPROVE [x]

**SUBJECT**

This is a joint recommendation by the Director of Health Services and the Interim Director of Public Health for Board approval to delegate authority to the Director of Health Services to amend an existing Agreement with Gartner, Inc. for additional consulting services to support the planning and implementation of the Department of Health Services' Electronic Health Record System in the Department of Public Health.

**IT IS RECOMMENDED THAT THE BOARD:**

Delegate authority to the Director of Health Services (Director), or his designee, to amend Agreement H-705792 with Gartner, Inc. (Gartner), effective upon execution, to add a Statement of Work for consulting services to support the Department of Public Health (DPH) with the planning and acquisition of the Department of Health Services' (DHS) Electronic Health Record (EHR) system known as the Online Realtime Centralized Health Information Database (ORCHID) in DPH and increase the maximum Agreement sum by \$430,000 for the period ending May 31, 2017.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

In April 2015, Supervisor Ridley-Thomas introduced a motion, that the Board subsequently approved, directing the Chief Executive Office (CEO) and Chief Information Office (CIO) in coordination with DHS, DPH and Department of Mental Health to report back on the feasibility

of integrating electronic health records into a single platform with a unified record for each individual patient. The multi-departmental workgroup has developed specific goals, objectives, and timelines for a well thought-out strategy to address the issues raised in the Board motion and to thoroughly evaluate the feasibility of migrating to ORCHID. CEO is engaging a consultant to initiate the formal assessment of the feasibility of integrating all County EHR's into ORCHID, including clinical and operational benefit, potential cost, and timeline for potential integration. In addition to this larger assessment in response to the April 2015 Board motion, there is also an effort underway to implement ORCHID. On September 29, 2015, the Board approved the Strategic Priority and Operational Framework for the Health Agency, which includes Goal 5 of Strategic Priority 1: Consumer Access to and Experience with Clinical Services that states "Successfully implement DHS' Electronic Health Record (EHR) "ORCHID" at all DPH sites that deliver health care services suitable for ORCHID implementation. This is consistent with the Board's intent outlined in the April 7, 2015 motion in that it will allow DPH to implement ORCHID as their EHR and result in a single unified platform for at least two of the five departments outlined in the motion."

Approval of the recommendation will enable the Director to amend the current consulting services Agreement with Gartner to add a Statement of Work and increase the Agreement maximum amount to provide consulting services to DPH in support of the planning and acquisition of ORCHID throughout the relevant areas of DPH to achieve this Health Agency objective. Specifically, the recommended amendment will include consulting services to: 1) support planning for the initial implementation of the ORCHID system at all 16 Public Health Centers and offices; 2) assist DHS, DPH, County Counsel, and outside counsel in developing the detailed Statement of Work and with the contract negotiations with Cerner for the amendment to the Cerner agreement for ORCHID expansion to include DPH; 3) develop the overall project plan for DPH ORCHID implementation at the Public Health Centers and other related clinical sites; 4) support project sponsorship, financing, and governance; and 5) provide as needed knowledge transfer and capacity building. Throughout the engagement, Gartner will provide DPH with specialized consulting services including project risk assessments, reporting, and ongoing quality control and quality assurance services in order to monitor compliance with ORCHID project requirements and the agreement with Cerner for provision of ORCHID.

Under the current consulting Agreement, Gartner's third-party oversight, quality assurance, and capacity building services in the ORCHID program, have been a key element in the project's early and ongoing accomplishments for DHS. There has been consistency of key Gartner personnel with unique skill sets and experience which has ensured continuity during the term of the project, adding to the success of ORCHID implementation in DHS. Gartner's services are needed to apply this successful methodology and approach to the implementation of ORCHID throughout the relevant sites in DPH.

### **Implementation of Strategic Plan Goals**

The recommended action supports Goal 1, Operation Effectiveness/Fiscal Sustainability; and Goal 3, Integrated Services Delivery, of the County's Strategic Plan.

### **FISCAL IMPACT/FINANCING**

Funding for the recommended action is included in the DPH Fiscal Year (FY) 2015-16 Final Budget and will be requested in future fiscal years, as needed.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The Board originally approved a sole source consulting services Agreement with Gartner for an initial term of May 14, 2013 through May 31, 2016 with a Maximum Contract Sum of \$3,077,344 for that period, with two one-year options to further extend the Agreement through May 31, 2018, and increase the maximum amount by \$837,262 for the first option year and by \$746,037 for the second option year. Pursuant to the Agreement, Gartner provides baseline and ongoing project risk assessment and reporting; ongoing quality control and quality assurance services to monitor compliance with the DHS ORCHID project and Cerner agreement requirements; periodic quality assurance reviews of project status, and key deliverables and outcomes; and capacity building and knowledge transfer services once ORCHID is fully implemented in DHS.

Gartner's third-party oversight and quality assurance services in the DHS ORCHID program have been a key element in the project's early and ongoing accomplishments. On May 19, 2015, the Board delegated authority to DHS to further amend the Gartner Agreement for additional consulting services associated with the remaining ORCHID Go-Live events at DHS. Since the proposed engagement for DPH will be approximately 18 months and the current Agreement term expires May 31, 2016, DHS will be exercising the first year extension option in concert with the proposed amendment. In the event additional Gartner consulting services are necessary during the implementation of ORCHID in DPH, the two departments will return to the Board for approval to further amend this Agreement.

The Chief Information Office (CIO) has reviewed this request to amend the Gartner Agreement and recommends approval. The CIO Analysis is attached (Attachment).

### **CONTRACTING PROCESS**

The Board was notified on October 3, 2012 of DHS' intent to enter into sole source negotiations with Gartner for consulting services related to project oversight and quality assurance to support implementation of an EHR System for the Department. Gartner was selected for the proposed consulting services agreement based on a number of factors including the depth and breadth of its experience on the ORCHID project's procurement and contracting process.

The objective of the proposed amendment to the Gartner Agreement is to provide DPH with specialized expertise to ensure that ORCHID is successfully implemented throughout all relevant DPH programs and facilities. Gartner has extensive experience with and understanding of DHS clinical operations and ORCHID due to its participation in the ORCHID procurement, planning, and contract development processes with DHS. Gartner

initially worked under a competitively bid Information Technology Support Services Master Agreement Work Order to help DHS, County Counsel, and outside counsel, Foley and Lardner, LLP, in the development of the Department's ORCHID strategy, governance structure, and rigorous and highly structured procurement process. Gartner continued to support DHS during the negotiation of the Cerner agreement and during the development and oversight of the Cerner agreement's Statement of Work, which has been integral to the ORCHID project's success.

Gartner also has intimate knowledge of DPH clinical operations and the technical environment. In 2014, Gartner assisted DPH in conducting an operational readiness assessment and an EHR alternatives analysis which included an evaluation of DHS' ORCHID EHR solution. This engagement also included development of an EHR implementation strategy and roadmap. The roadmap provided by Gartner will now be utilized to guide the DPH implementation of ORCHID at the Public Health Centers and other related clinical sites.

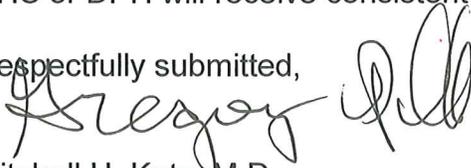
All of these factors uniquely position Gartner to support DPH as it embarks on the implementation of the ORCHID system. DHS and DPH have determined that it would not be feasible to conduct a Request for Proposals (RFP) process for consulting services, as another firm would not bring the same experience to this effort and the aggressive timeframe for ORCHID implementation necessitates service continuity.

The recommended amendment will increase services under the current Agreement.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Approval of the recommendations will allow DHS to assist DPH in the implementation of a centralized, standardized EHR system that will ensure coordination within the newly created Health Agency and ensure that patients who seek services at any location within DHS or DPH will receive consistent care supported by the same EHR.

Respectfully submitted,

  
for Mitchell H. Katz, M.D.  
Director

Reviewed by:

  
Richard Sanchez  
Chief Information Officer

  
Cynthia A. Harding, M.P.H.  
Interim Director, DPH

MHK:kh:ch

c: Executive Office, Board of Supervisors  
Chief Executive Office  
County Counsel



PROJECT ORGANIZATION:

Both the Director of DHS and the Interim Director of DPH are fully committed to move forward with this project.

PERFORMANCE METRICS:

The success of this project will be demonstrated by the development of strategic and tactical plans by Gartner, working closely with representatives of both DHS and DPH, to identify key components of DHS' EHR ORCHID (a Cerner product) that are suitable for deployment among DPH's 16 Public Health Centers and offices. Once those relevant components are identified, Gartner will assist DHS, County Counsel, and outside counsel with the development of a detailed Statement of Work and, thereafter, with contract negotiations with Cerner to acquire and ultimately deploy and implement those relevant components at DPH.

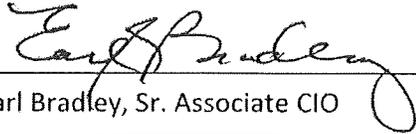
STRATEGIC AND BUSINESS ALIGNMENT:

This action is consistent with the Board's goals and objectives giving rise to the County Health Agency and supports Goals 1, Operation Effectiveness/Fiscal Sustainability and Goal 3, Integrated Service Delivery of the County's Strategic Plan.

PROJECT APPROACH:

The overall approach to DPH migrating from its current outdated health record computer system to a state-of-the-art EHR system is to capitalize, where feasible, on what DHS has already acquired and implemented with its Cerner EHR ORCHID system. DHS' ORCHID system has been identified as a product that, with some customization, can operate successfully in a Public Health clinical environment. Gartner, having guided DHS through its implementation of the Cerner ORCHID system, is uniquely qualified to now assist DPH with this effort. Gartner is also very familiar with DPH's clinical and technical environment as a result of an operational readiness assessment and EHR alternatives analysis they conducted for DPH in 2014.

	<p>ALTERNATIVES ANALYZED:</p> <p>DPH considered three alternatives: Build from scratch; buy an off-the-shelf product that could be customized to suit their needs; or attempt to capitalize on what DHS had already acquired (Cerner’s EHR ORCHID system) to see if it would be suitable, with some customization, for their needs. DPH chose the third alternative, which with Gartner’s expertise and guidance, was deemed to be the most cost-effective and logical solution.</p>				
<p><b>Technical Analysis</b></p>	<p>ANALYSIS OF PROPOSED IT SOLUTION:</p> <p>Replacing DPH's current health record system with components of DHS' ORCHID system has been determined to be the most cost-effective, expedient, and strategically logical for DPH to move forward. Engaging Gartner to assist DPH with that effort will bring substantial expertise and familiarity with both the ORCHID system and with DPH's technical environment, ensuring greater probability of a successful identification, acquisition, and deployment of the relevant components of ORCHID for DPH. The EHR ORCHID is currently being deployed across the entire DHS enterprise, replacing its outdated and disparately versioned QuadraMed health record system. To the extent that existing components of ORCHID can be modified to function as needed in a Public Health clinical environment is a very logical strategy, potentially avoiding substantial costs and time that would otherwise take attempting to identify, procure, and customize a different product.</p>				
<p><b>Financial Analysis</b></p>	<p>BUDGET:</p> <p>Contract costs</p> <p>One-time costs:</p> <table data-bbox="548 1255 1084 1325"> <tr> <td>Services .....</td> <td>\$ 430,000</td> </tr> <tr> <td><b>New Maximum Contract Sum:</b></td> <td><b>\$5,844,606</b></td> </tr> </table> <p>Funding for this Amendment has been identified and is contained within DPH's FY 2015-16 Final Budget.</p>	Services .....	\$ 430,000	<b>New Maximum Contract Sum:</b>	<b>\$5,844,606</b>
Services .....	\$ 430,000				
<b>New Maximum Contract Sum:</b>	<b>\$5,844,606</b>				
<p><b>Risk Analysis</b></p>	<p>RISK MITIGATION:</p> <ol style="list-style-type: none"> <li>1. Engaging Gartner to assist DPH with this effort presents virtually no risks, as Gartner is extremely well-qualified to perform the required tasks. Gartner brings substantial expertise and familiarity of both the ORCHID system and DPH's technical environment to this project as a result of current and previous engagements with DHS and DPH.</li> <li>2. This project presents no security and privacy concerns as Gartner is a trusted partner and Business Associate of the County. All necessary safeguards will be employed to ensure compliance with all privacy, confidentiality and security rules, regulations, and Board policies.</li> </ol>				

	<p>The Chief Information Security Officer (CISO) reviewed the Amendment and did not identify any IT security or privacy related issues.</p>
<p><b>CIO Approval</b></p>	<p>PREPARED BY:</p> <p>                  Earl Bradley, Sr. Associate CIO</p> <p style="text-align: right;">1-20-16 Date</p> <hr/> <p>APPROVED:</p> <p>                  Richard Sanchez, Chief Information Officer</p> <p style="text-align: right;">1-20-16 Date</p>

Please contact the Office of the CIO (213.253.5600 or [info@cio.lacounty.gov](mailto:info@cio.lacounty.gov)) for questions concerning this CIO Analysis. This document is also available online at <http://ciointranet.lacounty.gov/>